

Hamilton County Department of Education

The Hamilton County Department of Education (DOE), a component unit of Hamilton County Government, is presented in this section. The DOE provides public education for grades kindergarten through twelve. The Hamilton County Commission levies taxes for the operations of the school system and issues debt for all significant capital projects. The budget for the school system is prepared by the superintendent and his staff and presented to the nine-member elected Board of Education before it is presented to the Hamilton County Commission.



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Hamilton County Department of Education
6703 Bonny Oaks Drive
Chattanooga, Tennessee 37421

Jesse B. Register, Ed.D.
Superintendent

September 12, 2003

To the Citizens of Hamilton County:

The Hamilton County School System serves over 40,000 students in kindergarten through twelfth grades in 80 different schools.

As stated in our vision, we are a diverse system that is committed to creating, fostering and supporting an environment that offers opportunities for success for all.

In support of that vision, the Hamilton County Board of Education adopted a strategic plan in March 2001 that emphasizes raising student achievement for all students; holding teachers, schools, the system, and ultimately the community accountable for success; and recruiting, retaining, and supporting the very best teachers in every classroom across the system.

Our primary focus is teaching and learning in the classroom. We recognize that a quality education for all of our students is a critical component of continued economic growth for Hamilton County.

Hamilton County School System has been repeatedly recognized through competitive grants and various recognitions as a progressive and innovative school system and a leader in school reform efforts across the country. The children served by the Hamilton County Schools and the community as a whole are the beneficiaries of this improving public school system.

Sincerely,

A handwritten signature in cursive script that reads "Jesse B. Register".

Jesse B. Register
Superintendent

"Success for All Students"

**HAMILTON COUNTY DEPARTMENT OF EDUCATION
SYSTEM PROFILE
FY 2004**

BOARD OF EDUCATION

Charles Love	Member
Joe Conner	Chairman
Chip Baker	Member
Janice Boydston	Vice Chairperson
Debbie Colburn	Member
William Eldridge	Member
Debra Matthews	Member
Marty Puryear	Member
Nattly Perryman	Student Member
Ann Bates	Executive Assistant to the Board
Ward Crutchfield	School Board Attorney

CENTRAL OFFICE ADMINISTRATION

Jesse Register	Superintendent
Fred Carr	Assistant Superintendent, Technology & Support Services
Michele Snipes	Assistant Superintendent, Personnel
Dale Isabell	Chief Financial Officer
Rick Smith	Deputy Superintendent
Gary Waters	Assistant Superintendent, Auxiliary Services
Sheila Young	Associate Superintendent, Secondary Education
Ray Swoffard	Associate Superintendent, Elementary Education

MAGNET SCHOOLS

21st Century (K-12)	Fred Wunderlich
Barger Academy of Fine Arts (K-5)	Juanita McClarty
Tommie F. Brown Academy (K-5)	Freda Moore-Smith
Herman H. Battle Academy (K-5)	Aimee Randolph
Howard School of Academics and Technology	Barbara Whitehead
Chattanooga High School Center for Creative Arts (6-12)	Gary Record
Chattanooga Middle Museum Academy (6-8)	Bob Green
Chattanooga School for the Arts & Sciences (9-12)	Stephen Ball
Chattanooga School for the Arts & Sciences (K-8)	Judith Shirley
Chattanooga School for the Liberal Arts (K-8)	Ismahen Kangles
East Lake Academy of Fine Arts (6-8)	Anita Coleman
Lakeside Academy of Math, Science & Technology (K-5)	Lea Burk
Normal Park Museum Academy (K-5)	Jill Levine
Tyner Academy of Math, Science & Technology (9-12)	Carol Goss
Tyner Middle Academy of Math, Science & Technology (6-8)	Pam Dantzler

**HAMILTON COUNTY DEPARTMENT OF EDUCATION
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ELEMENTARY SCHOOLS

21st Century (K-12)	Fred Wunderlich
Allen Elementary	Alice Faye Hitchcock
Apison Elementary	Mary Walker
Alpine Crest Elementary	Charlotte Stiles
Barger Academy of Fine Arts (K-5)	Juanita McClarty
Herman H. Battle Academy (K-5)	Aimee Randolph
Big Ridge Elementary	Susan Hixson
Birchwood Elementary	Ronnelle Blankenship
Tommie F. Brown Academy (K-5)	Freda Moore-Smith
Clifton Hills Elementary	Charles Joynes
Chattanooga School for the Arts & Sciences (K-8)	Judith Shirley
Chattanooga School for the Liberal Arts (K-8)	Ismahen Kangles
Daisy Elementary	Billie Jeno
Dawn School (K-8)	Lori Smedley
Calvin A. Donaldson Elementary	Sheryl Randolph
Dupont Elementary	Carol Langston
East Brainerd Elementary	Carol Woods
East Lake Elementary	Anita Coleman
East Ridge Elementary	Sharon Watts
East Side Elementary	Emily Baker
Falling Water Elementary	James Randolph
Ganns-Middle Valley Elementary	Lee Ann Williamson
Hardy Elementary	Natalie Elder
Harrison Elementary	William Shadwick
Hillcrest Elementary	Rebecca Everett
Hixson Elementary	Sylvia Drake
Howard Elementary	Sharon Dodds
Lakeside Academy (K-5)	Lea Burk
Lookout Mountain Elementary	Paula Gosset
Lookout Valley Elementary	Anna Stallings
McBrien Elementary	Susan Kennedy
McConnell Elementary	Joy Black
North Hamilton County Elementary	Jeanne Abbott
Nolan Elementary	Kenneth Barker
Normal Park Museum Academy (K-5)	Jill Levine
Ooltewah Elementary	Ronald Hughes
Orchard Knob Elementary	Betty Williams
Red Bank Elementary	Deborah Foster
Rivermont Elementary	Barbara Howell
Bess T. Shepherd Elementary	Gail Morgan
Snow Hill Elementary	Vivian Woods
Soddy Elementary	Paula Burgner
Spring Creek Elementary	Deborah Scarbrough
Thrasher Elementary	Jean Trohanis
Wallace A. Smith Elementary	Lisa Miller
Westview Elementary	Margo Williams
White Oak Elementary	David Testerman
Wolftever Elementary	Ralph Fernandez
Woodmore Elementary	Faye Ison

**HAMILTON COUNTY DEPARTMENT OF EDUCATION
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MIDDLE SCHOOLS

Brown Middle
Chattanooga Middle Museum Academy (6-8)
Dalewood Middle
East Lake Middle
East Ridge Middle
Franklin Middle
Hixson Middle
Hunter Middle
Loftis Middle
Ooltewah Middle
Orchard Knob Middle
Red Bank Middle
Signal Mountain Middle
Soddy Daisy Middle
Tyner Middle Academy of Math, Science & Tech. (6-8)
Washington Alternative School (7-12)

Stacy Stewart
Bob Green
Marvin Smith
Wendy Jung
Sharon Vaughn
Joshuah Barber
James Boles
Lebron Sterchi
Steven Holmes
Diana Green
Ruben Justice
Robert Alford
Bob Walter
Robert Jenkins
Pam Dantzler
Gary James

HIGH SCHOOLS

Brainerd High
Central High
Chattanooga High School Center for Creative Arts (6-12)
Hamilton Co. Middle College High School at Chattanooga St.
East Ridge High
Harrison Bay Vocational School
Hixson High
Howard School of Academics and Technology
Lookout Valley Middle/High (6-12)
Ooltewah High
Red Bank High
Sale Creek Middle/High (6-12)
Sequoyah Vocational School
Soddy Daisy High
Tyner Academy of Math, Science & Technology (9-12)

Marvin Lott
David Cowan
Gary Record
Otto Taylor
Cheri Dedmon
John Anderson
Donald Swafford
Barbara Whitehead
Lee McDade
Edward Foster
Wade Kelley
Devota Barnes
Paul Smith
Robert E. Smith
Carol Goss



HAMILTON COUNTY DEPARTMENT OF EDUCATION
6703 Bonny Oaks Drive, Building 200-1
Chattanooga, Tennessee 37421
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The Drive for Excellence Strategic Plan 2001-2005
Hamilton County Schools

A Bold Step to Excellence

Every leader in Hamilton County works hard to increase the prosperity of our community. The foundation of this effort is Hamilton County Schools graduating students who are ready for college or ready to enter the 21st Century workforce. Successful communities will be the ones that accomplish this task.

Hamilton County Schools have successfully implemented a merger of two vastly different school systems over the past four years, thanks in large part to strong support from the Hamilton County Commission for local schools.

Now, the School Board is calling on the community to join in an unprecedented Drive for Excellence. Hamilton County Schools has adopted a cutting-edge, 5-year strategic plan that will see that every child has an excellent teacher every day, that student achievement accelerates to high levels in every school, and that accountability for results is very clear.

Three Steps to Excellence

• **Raising Student Achievement**

The goal is to see that every student in Hamilton County attends an effective school and attains proficiency in core subjects in elementary school, middle school and high school. Few schools meet these goals today, and the strategic plan is designed to change that. The few schools that do are to be applauded but challenged to reach higher.

An “**Effective School**” is defined as one where 80% of the students are working at or above grade level according to state test scores in core subject areas. The areas to be measured are:

- **Elementary School**
 - Grade 3: Reading and math
 - Grade 5: Reading and math
 - Grade 4: Writing and standards benchmark performance tasks
- **Middle School**
 - Grade 7: Writing
 - Grade 8: Math and language arts
 - Grade 8: Benchmark performance tasks
- **High School**
 - 80% of students passing state Gateway tests (Algebra I, Biology I, English 10) and other state-mandated end-of-course exams the first time
 - Grade 11: Writing
 - Grade 12: Benchmark performance tasks

An “**Improving School**” will be one that does not meet the 80% standard but achieves the following on an annual basis:

1. Scores 110 on the Tennessee Value-Added Assessment System (TVAAS) in

the measured core subject areas (reading and math in grades 3 and 5; math and language arts in grade 8) **AND,**

2. Shows an increase in the number of proficient students on the state writing assessment (grades 4, 7, 11) and an increase in the number of proficient students on the benchmark tasks that are tied to Hamilton County's locally developed standards (grades, 4, 8, 12).
3. Shows a 5% increase in the number of students successfully passing the state Gateway tests and end-of-course exams on the first try at the high school level, in addition to No. 2 above.

A “**Priority School**” is one **in which less than 60% of the students are performing at grade level or growth standards as outlined above are not met.** Intense focus will be placed on priority schools, with high levels of support designed to help these schools raise student achievement. The focused support strategies are outlined in the Accountability section.

- **A Quality Teacher for Every Student**

Students in Hamilton County Schools will have competent, professional teachers of the highest quality every day, every year.

These teachers will work in schools where the principal is a strong leader and active Leadership Teams are valued and supported by the community and the school system.

Research clearly shows that all students, regardless of socio-economic status, score significantly higher on state tests and make far greater gains in achievement when they have excellent teachers three years in a row, in contrast to students who have a series of ineffective teachers.

First-rate instruction is the key to student achievement. The school system has many excellent teachers, but needs more in order to raise achievement countywide. Hamilton County currently ranks 38th in Tennessee for starting teacher salaries and lags behind neighboring North Georgia. **The most critical barrier to greater prosperity for the people of Hamilton County is the difficulty the system faces in the recruitment, retention and development of teachers able to provide first-rate instruction and meet the high standards called for in this strategic plan.**

The strategic plan calls on the community to make a bold, cost-effective investment in teachers. In addition to ongoing recruitment and community initiatives to support teachers, the Strategic Plan of Hamilton County Schools recommends two specific strategies:

- An increase in the base salary structure for teachers with a minimum of a \$30,000 starting salary as soon as possible.
- An annual salary incentive program for certified professionals on a **school-by-school basis**. The incentive program applies to both Effective and Improving schools.

- **“Effective Schools”**

- Provides \$1,000 to every certified professional in a school that achieves “**Effective School**” status for the first time.
- For schools that begin the 2001-2002 school year with “**Effective School**” status, or schools that achieve “Effective School” status, the \$1,000 salary incentive will apply if:
 1. A school maintains or shows an increase in the percentage of students achieving proficiency in the measured core subject areas, the writing assessment and the benchmark performance tasks **OR,**
 2. A school scores 100 on the Tennessee Value-Added Assessment System in the measured core subject areas.

3. A high school maintains annually 80% of students passing the state Gateway tests and end-of-course exams on the first try while scoring 80% proficient on the state writing assessment in grade 11.

■ Provides \$1,000 to every certified professional in “**Improving Schools**” that:

1. Score 115 or higher on the Tennessee Value-Added Assessment System in measured core subject areas of the Student Achievement Plan **AND**,
2. Show an increase in the percentage of students scoring proficient on the benchmark tasks (grades 4, 8, 12) and the state writing assessment (grades 4, 7, 11).
3. In addition to No. 2 above, high schools must show a 5% increase on an annual basis in the number of students passing state Gateway tests and end-of-course exams on the first try.

■ **As an additional incentive**, certified professionals in schools that meet No. 2 above, and score **130 or higher** on the Tennessee Value-Added Assessment System in measured, core subject areas of the Student Achievement Plan will receive a **\$1,500 bonus**.

• **A School System That Is Accountable**

Hamilton County Schools will be accountable for schools and teachers meeting the Student Achievement Plan objectives. A fair system of accountability and support will be implemented at the end of each year based upon that year's test score results. A baseline will be established for the 2001-02 school year using the 2000-01 results.

The goal of the accountability plan is to bring focused support to Priority Schools and teachers that are not meeting the standards of the Student Achievement Plan. The following support programs will be implemented on an annual basis.

■ **Based on School Year 2001-02 Test Data**

- Priority Schools will receive a full-time consulting teacher.
- A weighted number of career ladder contracts will be available to target key areas of achievement deficiency.
- A focused, school-based staff development plan will be required to address key areas of deficiencies.
- Principals will review TVAAS scores for all teachers. Teachers with scores of under 100 will receive additional support, which includes an annual observation or evaluation cycle and direct support from a consulting teacher.*
- School and system leadership will conduct a joint program review.
- System Title I funds will directly target priority school needs.
- Math and literacy academies will be considered in grades K-8. Academies focus the day's instruction on subject areas where deficiencies exist.
- Priority schools will receive first consideration in allocation of staff.

■ **Based on School Year 2002-03 Test Data**

- Program review will target deficient areas and revisions in instruction will be made.
- Literacy and math academies will be mandated in grades 1-3. Schedule modifications will be made in math and reading in grades 4-8 to provide more focused instruction. Flexible instructional time will be available in high schools during the day for students in Gateway courses and other courses.
- Principals will review TVASS data with teachers and implement support as described above.*

- School leadership teams will be reviewed for effectiveness and a leadership improvement strategy will be developed with the school director.

■ **Based on School Year 2003-04 Test Data**

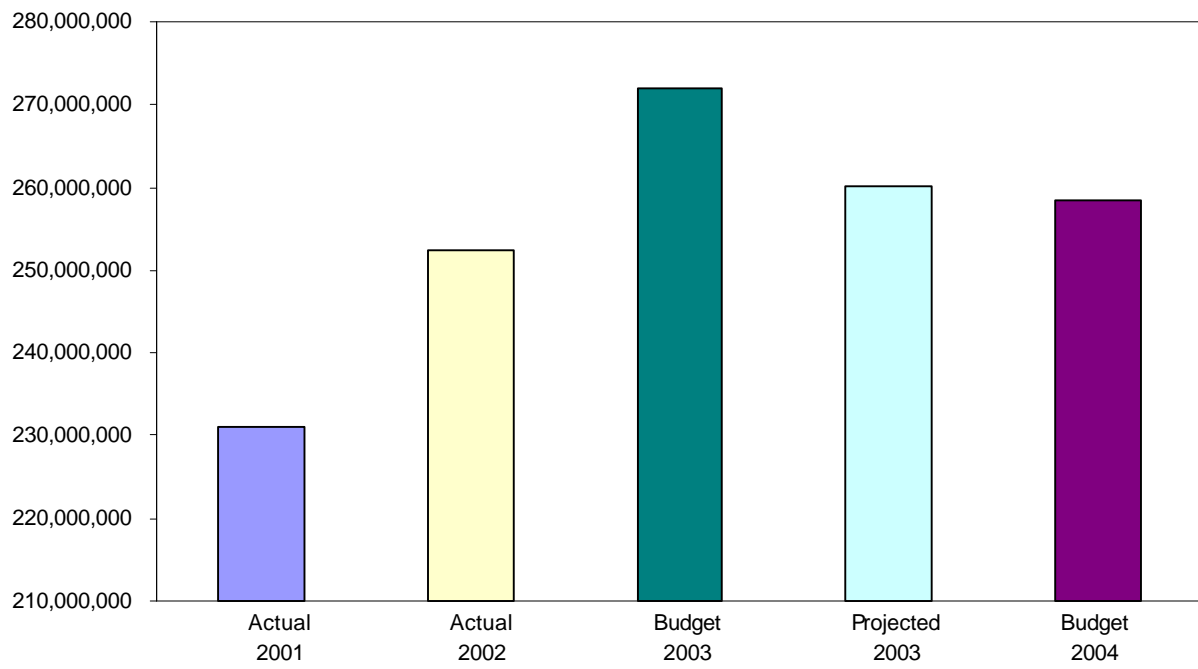
- Title I programs will be restructured to focus on deficiencies in reading and math.
- The school day will be restructured to incorporate math and literacy academies in grades 1-3 with modified versions in grades 4-8. Flexible schedules will be implemented in high schools to provide additional instruction for students in preparation for Gateway and other courses.
- An intensive assistance program will be developed for teachers with TVASS results below 100.*
- School leadership teams will be evaluated and changed, or additions will be implemented as needed.

■ **Based on School Year 2004-05 Test Data**

- The school leadership team will be evaluated and reconstituted at the direction of the superintendent.
- School reconstitution will be considered and acted upon by the superintendent.
- All teachers on intensive assistance programs will be reviewed by the principal, school director and appropriate personnel department leadership on grounds of inadequate performance.*

***NOTE: This strategy is applicable for all teachers regardless of Effective or Improving School status.**

Department of Education



**Hamilton County Department of Education Budget Summary
Schedule of Revenue and Expenditures**

	Actual 2001	Actual 2002	Amended Budget 2003	Projected 2003	Adopted Budget 2004
Revenues					
Taxes	128,952,784	131,746,181	137,414,162	136,602,899	140,500,476
Intergovernmental	114,248,984	118,915,180	126,339,079	120,735,014	118,454,037
Charges for Services	9,787,308	11,122,479	10,375,760	11,257,694	10,914,499
Investment Earnings	1,730,960	724,317	950,000	603,576	499,734
Miscellaneous	3,573,517	7,403,902	3,508,544	3,889,487	1,926,479
Total Revenues	258,293,553	269,912,059	278,587,545	273,088,670	272,295,225
Expenditures					
Regular Instruction	120,441,326	117,512,886	119,718,976	121,688,601	122,735,685
Special Education	21,037,543	22,410,391	23,196,991	22,863,790	24,290,769
Vocational Education	6,665,077	7,160,751	7,300,289	7,185,210	7,272,268
Attendance	831,159	938,346	1,000,559	966,923	1,060,267
Health Services	687,379	770,321	818,759	760,454	830,865
Other Student Support	4,407,535	5,037,048	5,213,570	4,862,535	5,114,672
Regular Instruction Support Services	5,984,577	6,908,161	7,159,887	6,793,894	7,395,341
Special Education Support Services	2,388,650	2,514,417	2,523,146	2,542,654	2,610,373
Vocational Education Support Services	288,485	367,195	231,920	219,434	227,653
Board of Education	3,490,466	3,702,443	3,829,179	4,054,446	4,432,002
Office of the Superintendent	1,062,880	1,100,083	1,017,339	892,112	884,275
Office of the Principal	14,354,595	16,399,902	16,971,249	17,191,587	17,626,744
Fiscal Services	1,645,645	2,029,778	2,239,800	1,944,825	2,292,074
Operation of Plant	16,570,972	17,277,653	17,687,363	18,750,572	19,212,545
Maintenance of Plant	4,704,513	5,084,249	5,393,912	5,361,259	5,564,689
Transportation	10,037,792	11,326,720	11,312,785	11,524,224	11,594,196
Central and Other	2,407,294	2,777,515	2,707,336	2,592,488	2,666,338
Community Services	1,904,820	1,907,594	2,406,330	1,997,383	2,452,209
Capital Outlay	304,270	291,416	130,000	125,793	130,000
Food Service	12,801,016	13,970,077	13,800,000	14,001,214	14,250,600
Federal Projects	21,983,526	25,291,560	34,120,090	25,335,930	20,026,810
Self Fund Projects	1,723,649	2,185,347	1,929,044	2,542,145	624,850
Total Expenditures	255,723,169	266,963,853	280,708,524	274,197,473	273,295,225
Excess of Revenues Over (Under) Expenditures	2,570,384	2,948,206	(2,120,979)	(1,108,803)	(1,000,000)
Other Financing Uses	(4,000,000)	(4,000,000)	(1,000,000)	(1,146,000)	(1,000,000)
Net Encumb (beginning less ending)	(1,606,987)	(114,646)	-	(1,618,264)	-
Excess of non-budgeted revenue and other financing sources over (under) non-budgeted expenditures	741,517	1,411,155	-	(3,872,826)	-
Restate beginning fund balance for GASB 33	6,397,607	-	-	-	-
Beginning Fund Balance	27,960,556	32,063,077	32,307,792	32,307,792	24,561,899
Fund Balance at end of year	32,063,077	32,307,792	29,186,813	24,561,899	22,561,899

**The Department of Education is a Component Unit of Hamilton County Government,
which provides public education for grades kindergarten through twelve.**



Personnel Changes

Full time employees are permanent employees who earn pension and leave time.

Skimp employees are permanent employees who do not work more than 1,414 hours a year who earn leave time but do not participate in the pension plan.

Part time employees are permanent employees who do not work more than 1,040 hours a year and do not participate in the pension plan nor do they earn leave time.

Temporary employees do not have permanent status, do not work more than 1,040 hours a year and do not participate in the pension plan nor do they earn leave time.

Full time equivalents

Full time - 1 full time equivalent

Skimp - .68 full time equivalent

Part time - .5 full time equivalent

Temporary - .5 full time equivalent

In fiscal year 2004, the County's authorized personnel increased by 5.62 fulltime positions. This less than .01% increase is due primarily to the County Mayor's request that departments hold down the requests for new positions and that vacant positions remain unfilled unless service quality and effectiveness is adversely affected. This can be attributed to our management team's vision of "Excellence at Work" by "providing efficient quality services by everyone, everyway, everyday".

CONSTITUTIONAL OFFICES

In fiscal year 2004 the County Clerk increased their full time positions by two. The Trustee increased their full time positions by one. However, the Register of Deeds and the Election Commission offices decreased by one each. District Attorney General, due to the elimination of a grant supported position, also decreased by one resulting in a zero increase overall for the Constitutional Offices. Hamilton County provides support staff compensation for the District Attorney General's office. All other positions are state funded.

SUPPORTED AGENCIES

In fiscal year 2004, the Juvenile Judge organization had the only increase in Supported Agencies. This office was increased by one part time position which was a .5 full time equivalent.

UNASSIGNED DEPARTMENTS

In fiscal year 2004, the County initiated a contract with outside counsel to administer the Title VI program and the full time position was eliminated. Also, in the EEO department a full time secretary's position was vacant and was unbudgeted for fiscal year 2004 pursuant to the County Mayor's request that vacant positions not be filled until further notice.

FINANCE DIVISION

In fiscal year 2004 the payroll department consisting of three employees was transferred from Accounting to Financial Management. The purchasing department reduced the budget by one contract attorney position which was unfilled at the end of fiscal year 2003, resulting in an over all decrease in the Finance Division of one full time position.

PUBLIC WORKS DIVISION

In fiscal year 2004, the Engineering department added one full time employee, one part time employee and upgraded one skimp employee to full time. These changes were the result of additional Waste Water Treatment Authority employees who are reimbursed by the City of East Ridge. The Highway department eliminated one part time vacant position. The PLM II Shop added one full time employee while the PLM III Shop left three vacant positions unbudgeted. The overall change in the Public Works Division is a decrease of .68 full time equivalent position.

HUMAN SERVICES DIVISION

In fiscal year 2004, the Maintenance department eliminated one full time position. Emergency Services and Emergency Medical Services eliminated 9.5 full time equivalents by not budgeting the vacant positions. Recreation and Riverpark Operations increased their staff by 2.5 overall. Flex Ride and Circulator Transit Services decreased staff by 3.51 full time equivalents. The Corrections program increased by 2 full time staff and the Parents Are First Teachers program reduced staff by (.67). The PAFT program is grant funded. Total changes for Human Services Division resulted in a reduction of 10.18 full time equivalents.

HEALTH SERVICES DIVISION

In fiscal year 2004 the Health Services Division support staff increased by 16.56 full time positions. This division is primarily grant funded and staff changes are driven by the available funds. The staff allocation is spread across multiple departments by the percentage of work performed for individual programs.

SHERIFF FUND

In fiscal year 2004, several departments had staff changes as a result of relocation. The Cops in School program's increase of eight positions to re-establish this grant-funded program resulted in an overall increase of 7 positions.

JUVENILE COURT CLERK FUND

In fiscal year 2004, the Juvenile Court Clerk IV D Support department decreased by four full time positions, which were unbudgeted and vacant.